

PHIP – WFD
**Developing Recommendations for the 2004 PHIP
Draft categories based on previous WFD meeting
& some sample ideas from Marie**

Learning Culture

We must value constant and continued learning as critical to our public health mission. Learning is an asset to the organization and essential to our organizational performance as well as a benefit to the individual employee. We must find ways to help our governing board's value constant and continued learning. We must find ways to institutionalize constant and continued learning in our agencies so that learning is not a threat to staff; staff expect to be constantly and continually learning; the culture is that it is ok to allocate time for learning during the workday, rather than only if you don't have other work to do. Managers must set a tone and organizational culture that values constant and continual learning so for example, it is ok that an employee takes a 15 minute "learning break" during the work day. We all must be continually re-tooling. What do we do with those we can't re-tool?

The costs for constant and continual learning must be built-in, not be "add-on". We need to be more intentional in allocating training resources and not just ok for staff to attend any training / conference they chose, or the routine conferences for their program. Be planful. Consider aligning these decisions with agency strategic plans / goals. We need to employ a variety of incentives, like praise, and other non-monetary incentives. Add a component to each of the PHO Orientations about how to create a learning culture.

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Management

Getting and keeping good public health managers is a big challenge. On the recruitment side, while it is believed that systems exist to teach a person with management skills, public health, we don't pay enough to attract these folks and no system exists for teaching management skills to people with ph experience. On the retention side, once a person has good management skills, these are very transferable to most any other industry, most of which pay more for managers, making it difficult to retain good managers. (An example was given of an EH manager who took a higher paying management job at Starbucks). There needs to be a career track for public health managers.

- Identify and link via one easily accessible web site, existing options for **management training** in Washington state.
- Collect and share via the web, **management tools and resources** (handouts, exercises, etc..)
- Develop a **mentoring** program.
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Succession Planning, Recruitment and Retention

We need to train our existing workers; and re-train. We need to anticipate what skills will be needed in the future and re-train folks or recruit folks with these skills. We need to plan and align these plans with agency strategic plans / goals.

- Encourage agencies to develop a strategic plan that addresses the future including future workforce needs. (see Training Plan – Results-based Accountability).
- Encourage agencies to develop and use **staff development plans** (see Administrative Capacities – Human Resources).
- Using PHIP Communications Identity platform as a foundation to develop **common recruitment materials**. (may involved some audience research - working professionals - in/out of state; working professionals in other fields; new graduates - masters level, MPH, health professions, IT, business, bachelors level, associate degree level, high school; pre-college; pre-high school).
- Using these **common** recruitment materials, develop **role specific recruitment information** for selected roles (phn, eh, administrator/manager, HO, epidemiologist, IT....).
- Identifying and working toward consensus on a **common place to post job** announcements.
- Ways to **work together with DOH - OCRH** and their assorted programs for recruitment, loan repayment, and tuition reimbursement as they re-organize and move toward a more integrated approach.
- Get ph posting included on **web sites for various health professions** - WSMA, WSNA, eh engineering....
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Curriculum Content

Staff need both technical skills and “soft skills” (i.e. negotiation, collaboration, partnering, leadership); need ways to develop management skills; need training in everyday ph; cultural competence.

- Outline content needed for various courses (i.e. Public Health 101, management in government agencies, etc) and share with educational and training providers so they can develop products to meet the need.
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Academic issues – establish a discreet vocation in public health; establish career track

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Delivery systems / methods – Better utilize existing systems for delivery, like Regional Learning Specialists. They should have a broader focus than just preparedness. Use them. Need to address the gap between workers who are not comfortable with technology and the fact that more and more learning is delivered via technology. Need to make learning fun, even via technology. If we aim to develop a learning culture where people are constantly and continually learning, learning opportunities must be always available, in addition to the “scheduled” variety. Demand for training must also exist. This may require some culture change.

- Assure that DL standards are incorporated into the PHIT recommendations on technology standards and the Administrative Capacities - IT.
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Additional Ideas from Marie

Leadership Development

- Identify and make available a variety of **self-assessment tools**. Include commentary on strengths and weaknesses of each tool, when and how to best use it, instructions for use and analysis
- Make available a variety of **self-develop planning tools**.
- Explore and make available **mentoring** materials. Develop and share outlines for mentoring programs.
- Explore and make easily available on-line, materials, bibliographies, etc on **various leadership topics**.
- PHLI / NWPHLI alumni activities?
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